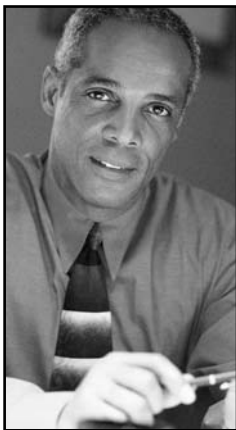


Baldrige National Quality Program



Get on Board As a Baldrige Examiner

*Are you interested in improving America's
competitive position?*



*Here's your chance!
The Baldrige National Quality Program
is seeking applicants for the
Board of Examiners.*



Malcolm Baldrige National Quality Program

Being a Baldrige Examiner has been the most rewarding experience in my career. The professional and personal development rivals any executive education program I've attended, and the opportunity to support competitiveness in American industry is very gratifying. The addition of the health care and education sectors represents the spirit of continuous improvement demonstrated by the Award Program itself as it has expanded beyond a focused view of quality to performance excellence throughout an entire organization.

Kay Kendall
Vice President of Corporate Quality
Brooks Automation
Panel of Judges, 2002–2004
Senior Examiner, 1997–2001
Examiner, 1996

Do you have what it takes to be a Baldrige Examiner?

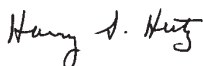
The Malcolm Baldrige National Quality Award, created by an Act of Congress in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive. The success of the Malcolm Baldrige National Quality Award Program is dependent upon a board of volunteer Examiners who evaluate Award applications. Examiners are the heart of the Program, as they give tremendous time and energy to evaluating applications and to helping organizations learn about the Program and its value.

Each year the Award Program recruits the best in the business, education, and health care fields to serve as members of the board. There are five Award eligibility categories: manufacturing, service, small business, health care, and education. Category coverage and balance are important factors in selecting board members. We seek to ensure broad representation from many industries, companies, and organizations, including those from for-profit, not-for-profit, and public sectors. We are particularly interested in attracting applicants with small business, education, health care, or senior management experience.

Past board members have described the experience of serving on the board as an asset to their organizational and career objectives and have commended the unending benefits of networking with other astute professionals.

If you believe you are qualified and want to benefit from the networking and educational experience of being an Examiner, we invite you to apply for the Board of Examiners.

Sincerely,



Harry S. Hertz
Director, Baldrige National Quality Program



MALCOLM BALDRIGE NATIONAL QUALITY AWARD

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does it recognize excellent organizations, the Award also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the Department's Technology Administration, manages the Baldrige Program.

WHAT IS THE BASIS FOR THE CRITERIA?

The Criteria are developed from the state-of-the-art learning of private- and public-sector organizations that are working to achieve organizational performance excellence. The Criteria reflect validated, leading-edge practices for achieving performance excellence. They fall into seven Categories, which are listed below as they appear in the Business Criteria (the names of some Categories vary slightly in the Health Care and Education Criteria):

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Focus
6. Process Management
7. Business Results



BENEFITS OF BEING AN EXAMINER

- Strengthen your ability to use the Criteria for Performance Excellence for organizational assessment.
 - Network with some of the nation's foremost experts in business, education, and health care.
 - Learn how leading organizations achieve performance excellence.
 - Use your expertise to improve America's competitive position.
- Receive valuable training and experience in understanding and applying the Criteria to business, education, and health care organizations.
 - Develop analytical and consensus-building skills and a systems perspective that can be applied at your home organization.
 - Attend the annual ceremony where the President of the United States presents the Malcolm Baldrige National Quality Award.

Being a Baldrige Examiner has been a very gratifying experience! Not only have I had the opportunity for personal growth and networking with bright, energized colleagues, but I have had the privilege of seeing how high-performing companies reach for excellence. In addition, I have been able to use my experience and learning through this process to contribute to my own organization's quality improvement efforts.

Csaba Mera
Medical Director
ODS Health Plans
Examiner, 1999–2001



BACKGROUND

The Baldrige National Quality Program depends upon a volunteer Board of Examiners. The Board of Examiners consists of approximately 400 leading U.S. business, health care, and education experts selected from industry, professional, and trade organizations; government agencies; other not-for-profit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process.

DUTIES OF EXAMINERS

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They also may participate in a consensus review process and a site visit. In addition to their application review responsibilities, board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives of the Program.

SELECTION

The Baldrige National Quality Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Board members are selected and appointed by the National Institute of Standards and Technology. Efforts are made to ensure broad representation and minimize disproportionate involvement of one industry, sector, or single organization. Examiners must be citizens or permanent residents of the United States and be located in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Factors considered in selection are

- expertise in business, education, or health care management, processes, and results
- knowledge of practices and improvement strategies leading to performance excellence
- length, breadth, and type of experiences
- analytical, communication, team, and leadership skills
- education and training

CODE OF ETHICAL STANDARDS

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Standards.

EXAMINER APPOINTMENTS

Examiners are appointed for a one-year term, but they may reapply for additional service. Each year, approximately one-third of the members of the Board of Examiners are new appointees.



TIME COMMITMENT AND EXPENSES

Examiners contribute a significant amount of time to the Baldrige National Quality Program, and applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. A minimum of ten days is required from May to December. The actual commitment depends on the number of Award applications to be reviewed and whether the Examiner participates in a site visit.

Attendance at a three-day Examiner Preparation Course in April or May is required for all Examiners. The Award's critical review periods are mid-June through July for independent review, late August through September for consensus review, and October through November for site visit review.

Review of written applications is carried out at the Examiner's work location or home. Travel is necessary only for training and site visits. Examiners may request reimbursement for travel and expenses if their employers do not support their activities.

TRAINING

Training for those selected to be Examiners will be held at NIST in Gaithersburg, Maryland. All Board members must participate in a challenging and rewarding three-day preparation course using a fictitious case study and must complete a 30- to 40-hour case study evaluation prior to attending class. Participation by board members in the Examiner Preparation Course is critical to the success of the Program because this course includes a detailed review of the Criteria for Performance Excellence and scoring system, the evaluation process (independent review, consensus review, and site visit review), and the Rules of Conduct and Code of Ethical Standards. Selectees who cannot attend one of the scheduled classes will not serve as Examiners.



Even though I am an experienced Examiner, I find each Examiner Preparation Course a rich learning experience that helps me develop a broader and deeper understanding of both the Criteria and the evaluation process. In addition, participating in the course gave me the opportunity to meet and network with outstanding professionals from all sectors of the economy.

Roger Triplett
Director, Quality Advancement
Eaton Corporation
Senior Examiner, 2001–2002
Examiner, 1999–2000



HOW TO APPLY

Examiner applications are available in November each year. To obtain an Examiner application, please complete the response card in this brochure, download the application from our Web site (www.quality.nist.gov), or call the Baldrige National Quality Program at (301) 975-2036. Additional information about the Baldrige National Quality Program also can be found on our Web site.

KEY DATES

- **November**
Examiner applications available
- **January**
Examiner applications due
- **March**
Examiner selection letters mailed
- **April/May**
Examiner Preparation Course



Participating in the Baldrige process has provided invaluable professional and personal development experiences for me. Extensive training, combined with networking opportunities and team-based work with fellow professional volunteers who have unsurpassed enthusiasm and dedication, is the formula that draws me back each year. The opportunity to be part of a national initiative dedicated to organizational transformation and change through systemic improvement is a truly unique experience.

Susan Engelkemeyer
Associate Professor
Babson College
Senior Examiner, 1995–1996, 1999–2002

July 2002



Baldrige National Quality Program

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NIST

**Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
U.S. Department of Commerce
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020**

**Official Business
Penalty for Private Use \$300
Address Service Requested**

FIRST CLASS MAIL
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PAID

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